

Central Intelligence Agency



Washington, D.C. 20505

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9 MAY 1983

Mr. Douglas Mulholland  
Special Assistant to the Secretary  
(National Security)  
Main Treasury Building, Room 4326  
Washington, D.C. 20220

Dear Doug:

As you know, I set up the Product Evaluation Staff last year under Helene Boatner, former Director of the Office of Political Analysis, to take a systematic look at the quality of the Directorate's finished intelligence product to help us improve the way we do business. In its evaluations, the staff takes a retrospective look at our product on selected issues and compares its findings with the consumers' perceptions of our work.

The staff is now in the consumer-survey phase of a study that focuses on the Directorate's support to the Buckley mission on credit sanctions and on our work on the Siberian natural gas export pipeline. The study covers the period leading up to the imposition of sanctions against the USSR in December 1981 through the recission of the sanctions in November 1982. The issues of primary concern to Treasury were, of course, credit sanctions and the financial status of the USSR and Eastern Europe.

This is the first occasion we have had to look at work done of such direct interest to Treasury. I would appreciate it if you could arrange meetings between PES and the Treasury officials to whom we provided direct support on these issues. I am interested in their perceptions of the quality of our finished product, especially its accuracy, objectivity, relevancy, timeliness, and prescience. Any general views on intelligence support by the Directorate—examples of both good and bad—including problems would also be appreciated.

It would be especially helpful if Helene and her staff could have 30 minutes or so to hear Under Secretary Leland's views on the support we and the National Intelligence Council gave to the Buckley Mission, considering Mr. Leland's leading role in the Mission on the credit issue. Helene has already met with or is about to meet with the other members of the Mission at State, Commerce, DoD, and the NSC Staff who are still in town. I think it is in Treasury's interest to have its views on the record, considering the varied reception given to our work on these issues. I understand Bob Cornell and Steve Canner were in the most frequent contact with DI people and their views on the quality of our work would be equally valued.

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I appreciate the heavy demands on senior policymakers but would hope that they could give a few minutes of their time to this ongoing effort. The views of senior Administration officials have been invaluable in identifying gaps and problem areas and in helping us make our product more relevant to consumer needs.

Sincerely,

[Redacted Signature]

Robert M. Gates  
Deputy Director for Intelligence

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[Redacted Box]

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**SUBJECT:** Letter to Mr. Doug Mulholland Requesting Meetings Between  
Treasury Officials and the DI Product Evaluation Staff

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